

Business Case

Project Name: Electronic Document / Records Management (EDM/ERM) System

Channel: Office of Student Financial Assistance (SFA)

Project Sponsor: Chief Financial Officer (CFO)

Project Lead: Cheryl Queen

Project Description

This document describes the business case for an initiative to procure, configure, and deploy an ERM system within the SFA office. The primary sponsor of this initiative is the CFO of SFA.

The concept of the project was to implement an ERM system to minimize the movement of paper to the new Union Station Building. SFA would implement an electronic means to control and manage correspondence and records. SFA has convened an Integrated Product team (IPT), with representation from its component offices, to address this issue. The IPT has responded with an initiative to support a commercial off-the-shelf (COTS) implementation of an ERM system solution.

What Is the Purpose of the Initiative?

The primary purpose of this initiative is to address space limitations in the Union Station Building by reducing storage requirements for SFA backfile paper. By implementing the proposed ERM system, SFA will more efficiently manage filing, storage, and retrieval of its records. This initiative will increase employee productivity associated with online access to key organizational materials. According to Washington Technology, "An average Government employee spends 25 percent of the workday trying to retrieve information." The Gartner Group places the figure closer to 50 percent.

When implemented, the ERM system will provide SFA with the tools necessary to effectively manage official records in accordance with the Federal Records Act, the Freedom of Information Act (FOIA), the Privacy Act, the General Records Schedule and the Department of Education's (the Department's) Records Disposition Schedule. The deployment of the proposed Web-based ERM system will dramatically change the way business is performed throughout SFA. SFA employees around the country will have immediate online access to critical information, thereby improving their overall job performance and customer satisfaction.

What Is the Scope of the Initiative? What Is Not the Scope of the Initiative?

SFA will apply a phased approach to the ERM system deployment. A process of preparation, scanning, training, and system access will continue until all paper within the Document Receipt and Control Center (DRCC) component of the Schools Channel has been scanned and the ERM

system is deployed. This Business Case does not include the preparation and scanning process of backfile paper for other Washington offices or SFA regional offices.

A tailored system-development life cycle is being applied to properly configure, test, and implement the selected ERM system for use at SFA. In addition, SFA and its contractor will need to make changes to the Department's Records Disposition Schedule to reflect the new dispositions for the documents that have been deposited in the ERM system. Depending on SFA's business needs, and after the system has been certified by the National Archives and Records Administration (NARA), the "official" copy will then rest in the ERM system.

What Are the Start and End Dates of the Initiative?

This initiative was started September 27, 2000, with approval to proceed based on presentations to senior leadership and Chief Operating Officer (COO). The task order vehicle used operational funds for the planning and initial requirement phases. The requirement phase of the project was completed following approval of the ERM system System Requirements Specification. System design began in April 2001. The initial operational capability (IOC) for the ERM system is expected in September, 2001, with full deployment in the 2002 calendar year.

What Other Business Areas/External Groups are Affected by the Implementation? How are they Affected?

Business Area/Groups	Related Responsibility	Impact
SFA Document Receipt and Control Center (DRCC) and case teams	Receipt and processing of hardcopy files for the 6,600 member institutions. Institution files include eligibility and certification materials, financial statements, compliance audits, and program reviews.	Eliminate a large portion of SFA backfile paper. DRCC contains approximately 5 million pages.
SFA Administrative Actions and Appeals Division (AAAD)	Administer the Secretary's authority to take action against institutions participating in Title IV Programs.	Provide electronic access to reading files. Improve search and retrieval. Reduce overall processing time (throughput).

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Business Area/Groups	Related Responsibility	Impact
SFA Default Management (DM)	Coordinate default rate calculations and participation in the Direct Loan and Pell Grant Programs.	Improve productivity. Improve search and retrieval. Reduce overall processing time (throughput).
SFA CFO	Administer activities related to internal review, purchasing, budget, and finance.	Improve productivity of administrative support. Reduce overall processing time (throughput).
SFA: All other organizations		Reduce processing time, increase reliability, and reduce risk.
Office of General Counsel (OGC)	Assist in determining retention requirements for paper files following electronic system implementation.	Until an OGC decision is made to destroy the paper, all paper documents must be stored off-site.

Regional offices will be provided with access to materials online based on their current business practices. Backfile conversion of paper at regional offices and other Washington offices will be provided in subsequent business cases, on an as-needed basis.

What Systems are Impacted by the Implementation of this Initiative? How are they Impacted?

System	Related Function	Impact
Loan Origination (LO)/Loan Consolidation (LC) Technology Refresh	Provide storage and retrieval capability of Promissory Note (P-note) images.	Support enterprise ERM. Leverage repository solutions.
Electronic P-note/ E-Signature	Electronic submission of P-notes.	Support enterprise ERM. Leverage repository solutions.
Education Department Network (EDNet)	Local area network (LAN)/wide area network (WAN) services for the Department.	Analyze the impact of increased network traffic/bandwidth.

NARA will review and certify that the deployed ERM system meets all established regulations and standards for maintaining official Federal records.

What Business Processes are Impacted by the Implementation of this Initiative? How are they Impacted?

This initiative replaces many of the current practices associated with the manual processing of paper records and documents. The deployment of the ERM system will require extensive revisions to the Department's File Plan (1986) and Records Control Schedule (revised March 2000). These documents provide Departmental procedures for management, control, and disposal of official Government records. These automated processes will standardize and improve the following business processes:

- Filing and retrieving official files and hardcopy materials
- Limit reproduction of records and documents for SFA-wide dissemination
- Application of common Federal standards for records management across SFA
- Remote access of current SFA Washington files from regional offices
- Processing of FOIA requests
- Enhanced management control and security over official files (for example, document-level security)

Technologies Used

The technologies to be used to implement this project are:

Name/Type	Open Text's Livelink/iRIMS
Proposed Use	Full life cycle records/document management
Has Technology Been Used at SFA Before? Where?	No
Does Technology Fit the SFA Architecture Standard? Explain.	Yes. Web-based solution using portal technology. This conforms to the Modernization Blueprint.
Does SFA Have the Technical Expertise to Implement This Technology? Why?	Yes, with contractor support.

Benefits

What Are the Benefits?

The benefits of an ERM system can be categorized into four main groups: Reduced unit cost, increased employee satisfaction, improved customer service, and improved Federal records management compliance. Following a discussion of these categories, specific quantifiable benefits for an SFA deployment of the ERM system will be presented.

Reduced Unit Cost

The largest single benefit of implementing an ERM system is the conversion from file cabinets to electronic storage. Typically, the standard file cabinet occupies between 7.0 and 8.5 square feet of floor space, including working area. With increasing requirements for more office space in the Union Station Building, the elimination of file cabinets offers better use of those currently allocated areas without expending funds to expand the office environments.

Growth of documents can be managed within the ERM system with minimal costs compared to the cost of providing additional space, either in the Union Station Building or off-site. The cost of future filing is virtually eliminated. With the elimination of traditional manual filing systems, the high cost of staffing to maintain and administer traditional filing techniques is reduced.

According to the Gartner Group, Inc., an independent information technology (IT) research group, document mismanagement is costing office workers 40–60 percent of their time, 20–45 percent of their salary costs, and 12–15 percent of an organization's revenues.

For example:

- A \$30/per hour knowledge worker wastes \$4,500 per year in lost productivity searching and waiting for documents.
- Nearly 15 percent of business documents are misplaced, and 7.5 percent are lost completely¹
- The number of sheets of paper used by a company increases by 8.8 million sheets per \$100M increase in revenues.
- The average business document is copied up to 19 times.
- It costs nearly \$25,000 to fill a four-drawer filing cabinet, and over \$2,000 to maintain it per year.²

Inherent in manual filing systems is the need to make numerous copies of documents to satisfy various business requirements. The responsibility of office managers today is to keep office expenses under control. But with rising copy costs and increased numbers of photocopies, the responsibility becomes a challenge. An imaging/document management system significantly reduces photocopy requirements by allowing documents to be shared without the need to create additional copies. As examples:

- The filing cost for paper documents is \$30.
- Additional labor costs equal \$120 if the document is not in the right place.
- Recreating a lost document, either by requesting it again or retyping it, creates an additional \$250 worth of labor.
- One in 20 documents is lost and never recovered.³

¹ INC Magazine: Coopers and Lybrand, 1993

² Gartner Group, Inc., 2000

³ Office World New – September 1996

Additionally, 80–90 percent of all records in the average organization are paper-based. Experience continues to show that 30–40 percent of all recorded information can be immediately deleted from electronic systems or paper systems because 30–40 percent of all recorded information in the average organization is unnecessary duplicate copies of records that are maintained elsewhere within the organization.⁴

Another 20–30 percent of all records can be transferred to an on-site records area for maintaining inactive records, or outsourced to a commercial records management center, or converted to other media for occasional access.

The overall unit cost of delivering student aid will be reduced by:

- Reducing operating costs associated with building space, storage, copying, and processing, and the transfer/shipping/mailing of paper records.
- Reducing the cost of maintaining paper files.
- Eventually providing an integrated document and records management system that will manage all SFA information holdings from an Enterprise perspective, both paper and electronic, and provide immediate access.
- Streamlining processes to reduce the number of steps required to complete an activity.
- Improving quality by applying consistent work methods to SFA work products.
- Enabling better security and management control over official records, thereby reducing potential lost revenues.

Increased Employee Satisfaction

The average manager spends 4 weeks a year waiting for documents, which impacts both productivity and satisfaction. Implementing an effective ERM system allows an organization to efficiently conduct business without affecting basic business needs. Additionally, an ERM system can help reduce requirements that would normally be needed to perform tedious filing and retrieving of paper documents. This approach offers continuity within the workplace and maintains a high level of morale, while offering opportunities for internal advancement.

Employee satisfaction will be improved by:

- Increasing employee productivity through more efficient search and retrieval methods.
- Providing electronic access to critical information.
- Directing information to the right person at the right time.
- Allowing multiple users to access records concurrently.
- Minimizing the use of paper transactions and documents.

⁴ Office Systems, March 1997

Improved Customer Service

Primary among these benefits is the ability to provide immediate response to customer inquiries, or to retrieve relevant documentation, while directly servicing the customer. This directly enhances efforts to improve overall customer satisfaction. The use of an ERM system offers opportunities to achieve these improvements by providing immediate and direct accessibility to required documentation at the servicing workstation. The time delays traditionally associated with document retrievals are virtually eliminated, or at least significantly reduced. Additionally, records stored in an ERM system can be effectively and efficiently stored off-site as part of an integrated, disaster recovery plan. Paper documents stored in office areas are subject to damage from fire, improper storage, and repeated handling. The loss of paper records due to fire, or due to water damage as the result of a fire, can have severe repercussions for an organization. For example, 90 percent of U.S. organizations in private business or industry that lost their records due to some type of disaster in a 25-year period between 1970 and 1995, never opened their doors again.⁵

Customer service will improve by:

- Reducing the time necessary to respond to customer inquiries.
- Processing grants, loans, and other customer requests more efficiently.
- Providing the infrastructure to leverage future initiatives and improving the quality of SFA customer service.
- Increasing security and disaster safeguards.

Improved Federal Records Management Compliance

Information is a vital business tool, as well as an essential business resource. For information to be truly effective, it must be recorded in some form, stored in an appropriate system, and retrieved in an efficient manner. Records are the memory of an organization. They document information for management decisions, provide litigation support, show compliance with Government regulations, and supply historical information about an organization. One of the most important functions in an organization is the management of the records. For this reason, Federal law and regulations mandate that all Federal agencies must implement sound records management practices. By employing an ERM system, the system provides the capability to create, store, retrieve, and archive/dispose of the information protecting the organization from unnecessary legal liabilities. An ERM system helps ensure that SFA is in compliance with Government regulations.

For SFA to dispose of the paper-based system, a system must be put in place that can stand up to the legal challenges. Certain types of records must be retained for certain periods of time, and some must be retained indefinitely to meet statutory requirements. A record-retention program outlines when and which records must be retained for a minimum period, which records must be retained permanently, and which records can be destroyed or disposed of and when. Following a schedule allows an organization to operate consistently and enables it to provide the necessary

⁵ Office Systems, March 1997

documents to anticipate or support litigation, and to support its rationale for destroying or disposing of certain records. An ERM system uses records schedules to manage the organization's records automatically.

“According to David Barcomb, once paper records are stored, 35 percent are never accessed again; 60 percent are accessed only during the first year of storage; and only 5 percent are accessed after the first year.”⁶ An effective records retention program provides benefits to the organization in terms of economic factors, operational efficiency, and legal protection or safeguards.

Legislative Mandates for ERM

Government Paperwork Elimination Act (GPEA)—This act, signed into law October 1998, directs Federal agencies to provide public access to Government services and documents by 2003, and to give the public the option of submitting Government forms electronically. GPEA provides the legal framework for agencies to accept electronically submitted forms and documents. Under GPEA, agencies will develop information systems that enable online submissions of forms, reports, and other data.

FOIA (as amended)—Re-enactment of this legislation continues to demonstrate the purpose of the Government to provide, for public consumption, the information that is used in performing governance, subject to some provisions to protect privacy, security, and work in progress.

Paperwork Reduction Act (PRA)—This act requires all Federal agencies to obtain approval from the Office of Management and Budget (OMB) before collecting information from the public. Ways of collecting information include questionnaires, focus groups, telephone surveys, applications, performance reports, customer satisfaction surveys, studies and evaluations, interviews, forms, and any other means of requesting information from 10 or more respondents.

Critical Information Protection—Presidential Decision Directive 63 (PDD-63) requires attention to infrastructure protection in all programs now fully implemented. Agencies are submitting IT plans that include segments to assure such protection. The Federal Government is in its second annual round of reporting budget requirements for assuring the protection of its information investments. Increased awareness of vulnerabilities and training of all personnel involved in the processing of automated data are key to an effective program. PDD-63 imposes certain reporting requirements on agency IT managers. The agencies will spend almost a billion IT dollars on security, including physical access control, information assurance, and infrastructure protection.

⁶ David Barcomb, Office Automation: A survey of Tools and Techniques

Reduced Unit Cost

Quantitative/Qualitative Benefits	How Will Benefit Be Measured?	When Will Benefit Be Realized?
Cost Savings		
1. Reduced cost of transporting DRCC materials to SFA Regional Offices	Average cost of transporting materials to a single Region multiplied by the total number of Regions (10)	Cost savings will be realized as records are converted for electronic storage
2. Reduced reproduction costs at the DRCC for Regional and Washington Case Team Offices	Estimated annual reproduction volume at \$0.20 per page	Cost savings will be realized as records are converted for electronic storage
3. Reduced clerical costs for handling paper copies at Regional and Washington Case Team Offices	Average cost required for staff employees to process and maintain paper-based files at Regional and Washington Case Team Offices	Cost savings will be realized as records are converted for electronic storage
4. DRCC contractor staff reductions	Total contractor cost to maintain paper-based files at the DRCC	Cost savings will be realized as records are converted for electronic storage
Productivity Improvements		
1. Personnel efficiencies	25 percent productivity improvement for all SFA organizations with materials stored online.	Productivity improvements will be realized as records are converted for electronic storage
Additional SFA Benefits		
1. Reduce filing and storage costs	Average cost for creating and maintaining paper-based files throughout SFA	Productivity improvements will be realized as records are converted for electronic storage
2. Cost avoidance by re-allocating personnel to fill open positions	Annual reduction in recruitment costs by filling 10% of vacancies through the reallocation of existing staff	Cost avoidance will be realized as the ERM system is deployed and paper-based files are eliminated

Assumptions		
<ul style="list-style-type: none"> Initially, the system will simply provide authorized users with the ability to file, search, and retrieve scanned images of SFA's paper records. Additional functions will be enabled over time as SFA offices become more familiar with the COTS product. These additional features include document workflow, collaborative computing, and system notifications. 		

Increased Employee Satisfaction

Quantitative/Qualitative Benefits	How Will Benefit Be Measured?	When Will Benefit Be Realized?
Improving access to information will improve the overall quality of life within SFA.	Conduct employee satisfaction surveys.	Improvements should be realized after initial deployment.
Improve responsiveness and quality of service.	Track system utilization and relate to overall performance improvement.	Improvements should be realized after initial deployment.
Increase collaboration among SFA offices and their employees.	Monitor number of cross-trained employees within workgroups.	Improvements should be realized after the system is fully operational.
Enable document sharing, version control, and concurrent access.	Eliminate the need to reassemble SFA materials for data calls (for example, OIG).	Improvements should be realized after initial deployment.
Improve information reliability and quality assurance.	5 percent of all office materials maintained in paper form are lost and never recovered.	Improvements should be realized after initial deployment.
Assumptions		
<ul style="list-style-type: none"> Access to the system will be limited to SFA personnel according to their assigned roles. All users will receive adequate training. 		

Improved Customer Service

Quantitative/Qualitative Benefits	How Will Benefit Be Measured?	When Will Benefit Be Realized?
Improve response time to customer inquiries.	Ratings on customer service surveys	Improvements should be realized after the system is fully operational.

Quantitative/Qualitative Benefits	How Will Benefit Be Measured?	When Will Benefit Be Realized?
Apply system workflow to gather and disseminate customer-required information.	Ratings on customer service surveys	Improvements should be realized after the system is fully operational.
Assumptions		
<ul style="list-style-type: none">Initial implementation is focused on internal use. Future customer satisfaction benefits may be realized as the system and electronic receipt of documents are further implemented.		

Quantitative Benefits

The estimated, overall-dollar amounts of all benefits listed above are:

Fiscal Year	BY 2001	BY+1 2002	BY+2 2003	BY+3 2004	BY+4 2005	Total
ERM Solution Costs						
Infrastructure Costs						
Integration & Deployment	\$2,280,000	\$420,000	\$0	\$0	\$0	\$2,700,000
Software License & Maintenance	\$200,000	\$400,000	\$150,000	\$150,000	\$150,000	\$1,050,000
Application Hosting	\$41,000	\$77,000	\$60,000	\$61,000	\$62,000	\$301,000
Application Help Desk	\$37,000	\$158,000	\$162,000	\$168,667	\$176,000	\$701,667
DRCC Implementation Costs						
DRCC Help Desk	\$0	\$79,000	\$81,000	\$84,333	\$88,000	\$332,333
Back-Office Conversion	\$503,996	\$251,998	\$0	\$0	\$0	\$755,994
Managed Storage (Usage-Based)	\$14,546	\$470,925	\$393,670	\$401,178	\$407,523	\$1,687,842
Go Forward Scanning	\$0	\$250,000	\$300,000	\$300,000	\$300,000	\$1,150,000
Total ERM Solution Costs	\$3,076,542	\$2,106,923	\$1,146,670	\$1,165,178	\$1,183,523	\$8,678,836
ERM Solution Benefits						
DRCC Cost Savings						
Document Transport - Regions	\$7,967	\$98,946	\$102,409	\$105,993	\$109,703	\$425,018
Document Reproduction - Regions	\$8,667	\$107,640	\$111,407	\$115,307	\$119,342	\$462,363
Document Handling - Regions	\$13,867	\$172,224	\$178,252	\$184,491	\$190,948	\$739,782
DRCC Contractor Staff Reductions	\$16,667	\$207,000	\$214,245	\$221,744	\$229,505	\$889,161
Document Reproduction - DC Offices	\$17,333	\$215,280	\$222,815	\$230,613	\$238,685	\$924,726
Document Handling - DC Offices	\$27,733	\$344,448	\$356,504	\$368,981	\$381,896	\$1,479,562
Case Management Productivity Savings	\$0	\$1,193,500	\$1,235,273	\$1,278,507	\$1,323,255	\$5,030,535
Total ERM Solution Benefits	\$92,234	\$2,339,038	\$2,420,905	\$2,505,636	\$2,593,334	\$9,951,147
Net Savings	(\$2,984,308)	\$232,115	\$1,274,235	\$1,340,458	\$1,409,811	\$1,272,311
Additional SFA-Wide Benefits (Resource reallocation and storage savings)						
	\$0	\$2,085,000	\$2,085,000	\$1,360,000	\$1,360,000	\$6,890,000

<i>Definitions</i>
<p>Costs – Expenses required to pursue a selected investment strategy.</p> <p>Benefits – Savings that result from a selected investment alternative.</p> <p>Cost Savings – Reduction in program costs achieved by implementing the selected alternative.</p> <p>Productivity Improvements – Quantifiable personnel time savings not representing reductions in staff.</p> <p>Cost Avoidances – Reductions in expected future resource expenditures that result from investment in the selected alternative.</p>
<i>Assumptions based on Industry Best Practices</i>
<p><u>Cost Savings</u></p> <p>Cost savings include a 3.5% growth per year. It is assumed that only one month's worth of savings will occur in FY 2001.</p> <p>CS 1. Document Transport – Estimated DRCC mails 800 documents annually to each of its Regions, equaling 8,000 shipments per year. At \$11.95 per mailing, the cost of document transport is approximately \$95,600 per year starting in FY01.</p> <p>CS 2. Reduced Reproduction Costs at the DRCC – Management estimates approximately 52,000 pages are copied annually by the DRCC for distribution to a single Region. With reproduction charges of 20 cents per page, the total cost for all ten regions is approximately \$104,000. As Case Teams generally require about twice the volume of the collective Regions, it is estimated that an additional cost of \$208,000 should be included for the Case Teams in Washington.</p> <p>CS 3. Reduced Clerical Costs – Management estimates that each Region requires a GS-7 clerical employee (\$20/hr) spending approximately 832 hours annually to process incoming paper documents, or \$166,400 for 10 regions. As previously stated management estimates that Case Teams incur twice the volume and therefore require approximately twice the level of support in Washington (\$332,800).</p> <p>CS 4. DRCC Contractor Staff Reductions – Reduction of 5 FTEs in contractor staff required to process and maintain DRCC school files at approximately \$40K per FTE.</p>
<p><u>Productivity Improvements</u></p> <p>PI 1. Personnel Efficiency - Gartner Group and other industry sources (AIIM) estimate knowledge workers spend 25% of their time searching for required materials. For this business case, a more conservative 10% productivity improvement figure has been applied. Actual Case Management labor costs are \$11,935,000. Productivity improvements associated with the system implementation are estimated at 10 percent of those costs.</p>

Other SFA Benefits

OB 1. Reduce Filing and Storage Costs - Gartner Group estimates the cost for filing and storage of paper-based files is \$25,000 per file cabinet and \$2,000/year for maintenance. This case is assuming one file cabinet for each SFA office (approx. 50), with reductions phased over an estimated two-year deployment.

OB 2. Reallocation of Resources - SFA maintains on-average approximately 160 job openings at any given time. Using the earlier 10% productivity measure, 16 of these positions could be filled with re-allocated resources earning an average base salary of \$85K (with benefits).

This Business Case will be able to identify more quantifiable benefits; as organizations utilize the system and infrastructure that will be implemented by the business case. For example, LO/LC Electronic P-Notes, Enterprise ERM.

Total Cost of Ownership

What Is The Level Of Required Enhancements After Implementation?

There will be ongoing maintenance of the system to ensure it is operating at the most efficient level. This maintenance activity may include the implementation of system fixes, supplied by the vendor. Periodic upgrades, in the form of software releases provided by the vendor, will be implemented to ensure the system is maintained at the most current levels.

What Is The Life Span Of This Initiative?

Document and records management systems usually have a life span of ten years or more, if properly maintained.

Alternatives

Alternative	Consequence
Remain As Is	Failure to implement a document and records management system would leave the Department without achieving these savings and having to find space as the volume of paper grows.
Non-technical Solution	No non-technical solution can provide adequate management capabilities for the number of documents and records the Department has or will have in its possession. Any non-technical solution would require the removal of most of SFA's active paper documents to a commercial offsite storage facility or to NARA for storage (associated storage charges and retrieval fees per box). In addition any non-technical solution would require additional staff as the number of paper records increases.
Enhance an Existing System	No existing system in place to automate the record management process.
Implement on a smaller scale	Phased approach satisfies both an initial implementation across a smaller subset of the organization and a later migration across the entire organizational base.

Risks

Risk	Description of Risk	Mitigation Strategy
Financial	Cost outweighs benefits of a backfile conversion.	Utilize a phase approach beginning with the infrastructure implementation and DRCC and measure results. Analyze SFA-wide implementation on a business unit by business unit case.

Technology	Major migration effort from non-technical to technical processes.	
Scope	Scope creep.	Identify specific implementation requirements that will be supported. Document and approve. All changes to requirements baselines will be considered enhancements, requiring modifications to the Task Order or another Task Order.
Personnel	SFA staff could resist the implementation of the system; the system without use would become ineffectual. Staff would retain dual filing systems.	Market the benefits of the system. Identify any apprehensions about the system and alleviate all fears regarding data loss, etc. Compile policy and procedure guidelines for using the system.

Acquisition Strategy

Sources

EDS will provide a dedicated project team to implement this initiative.

Competition

None.

Contract Consideration

The contract supporting this initiative will be firm fixed price.

Schedule/Milestones (including acquisition cycle)

No.	Milestone	Start Date	End Date
1	Planning	9/1/2000	12/15/2000
2	Requirements Definition	10/3/2000	3/1/2001
3	COTS Design, Configuration and Test	4/30/2001	8/15/2001
4	Deployment Within The DRCC	9/15/2001	11/30/2001
5	Implement System Improvements	12/1/2001	6/30/2002